MULTIMEDIA UNIVERSITY STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

DOB5018 – ORGANISATIONAL BEHAVIOUR

(All sections / Groups)

11 MARCH 2019
2.30 PM – 4.30 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 8 pages with 2 sections.
2. Answer **ALL** questions.
3. For section A shade your answers in the OMR sheet provided.
4. For section B, write your answers in the answer booklet provided.

SECTION A [40 Marks]

1. The belief that "smoking is a bad habit" is an evaluative statement. Such an opinion constitutes the _____ component of an attitude.

   a. cognitive
   b. reflective
   c. affective
   d. behavioural

2. Which of the following attitudes is the **BEST** predictor of turnover?

   a. Pay.
   b. Supervision.
   c. Organisational commitment.
   d. Cognitive dissonance.

3. Gerald's wife was recently diagnosed with lung cancer. Gerald had to take a considerable amount of time off from work to care for their children, and he was late in completing his part in a big project. Gerald never feared that his job was in risk because of his absences or his delay in completion of work. Name the major job attitude relative to the above stated example.

   a. Organisational commitment.
   b. Perceived organisational support.
   c. Psychological empowerment.
   d. Employee engagement.

4. Research shows that someone with a _____ core self-evaluation will also have a _____ job satisfaction level.

   a. high; high
   b. low; high
   c. high; low
   d. big; small

5. The exit-voice-loyalty-neglect framework aids in understanding the consequences of _____.

   a. pay
   b. low motivation
   c. dissatisfaction
   d. lack of loyalty

6. Chun Kit, Izatty, Sisong, and Azri work at Multimedia Bhd. After work, Chun Kit, Izatty, and Azri enjoy going to the Sing Song karaoke for Happy Hour. Chun Kit, Izzaty, and Azri constitute a(n) _____ group.

   a. task
   b. formal
   c. informal
   d. performance

Continued...

7. Which of the following is **NOT** a reason why people join groups?

   a. To consume fewer hours in decision making.
   b. To fulfill social needs for affiliation.
   c. To feel stronger and have fewer self-doubts.
   d. To achieve something that cannot be individually achieved.

8. Which is **NOT** a weakness of group decision making?

   a. Group decision making is time consuming.
   b. Group decisions tend to be less creative than individual decisions.
   c. Group decisions suffer from ambiguous responsibility.
   d. Group decisions can be dominated by one or a few members.

9. Which of the following is a group decision-making technique?

   a. Lateral thinking.
   b. Brainstorming.
   c. Group polarization.
   d. Mind mapping.

10. A team consists of employees from the same department meets for a few hours each week to discuss ways of improving the work environment. However, they do not have the authority to unilaterally implement any of their suggestions. This is most likely to be a _____ team.

    a. self-managed
    b. virtual
    c. cross-functional
    d. problem-solving

11. Elza is your director of sales. Since her team members are located in Europe, Asia, and North Africa, she has decided to use instant messaging to tie her team members together in order to develop a marketing strategy for a new product line. This is an example of a _____ team.

    a. cross-functional
    b. self-managed
    c. problem-solving
    d. virtual

12. Brandon, your director of manufacturing, has created a team of eleven employees from quality control. Brandon gives the team members the responsibility of planning and scheduling their own work, and making operating decisions. Also, members of this team evaluate each other's performance. This is an example of a _____ team.

    a. cross-functional
    b. self-managed
    c. virtual
    d. problem-solving

Continued...

13. Jessica is a team member in a multinational organisation. She never speaks in team meetings because she has seen members talk behind each other's back after the meetings. Members are constantly monitoring the other members' work, looking for mistakes to point out in a meeting. According to the information provided, which contextual factor is **MOST** likely hindering the success of Jessica's team?

    a. Team structure.
    b. Climate of trust.
    c. Adequate resources.
    d. Leadership.

14. In addition to evaluating and rewarding employees for their individual contributions, management should consider using _____ to reinforce team effort and commitment.

    a. personalised incentives
    b. individual performance evaluations
    c. fixed hourly wages
    d. profit sharing

15. Teams that are composed of people who score high on _____ are more creative and innovative.

    a. agreeableness
    b. extraversion
    c. openness to experience
    d. emotional stability

16. Effective teams have confidence in themselves and believe they can succeed. This confidence is called _____.

    a. self-serving bias
    b. social loafing
    c. social facilitation
    d. team efficacy

17. Kalaivani telephones her employee Bryan, to let him know that today's meeting has been moved to one o'clock. In the communication process, Kalaivani is _____.

    a. the sender
    b. the receiver
    c. the decoder
    d. the channel

18. With reference to the communication process, the _____ is the one to whom the message is directed, who must first translate the symbols into understandable form.

    a. editor
    b. receiver
    c. encoder
    d. sender

Continued...

19. Shi Jie and Vivian were talking on the phone. Vivian's two-year-old son fell and started crying loudly. Vivian could no longer hear what Shi Jie said. This is an example of _____.

a. feedback
b. decoding
c. noise
d. encoding

20. Group leaders and managers communicating with employees to assign goals and to provide job instructions is an example of a(n) _____ communication.

a. downward
b. lateral
c. upward
d. grapevine

21. Which of the following types of communication is most likely to be used by employees to provide feedback to top management, inform them of progress toward goals, and share current problems?

a. Lateral communication.
b. Upward communication.
c. Downward communication.
d. Horizontal communication.

22. If a checkout clerk reports to a department manager, who in turn reports to a store manager, who reports to a regional manager, the communication network is said to be a(n) _____ network.

a. wheel
b. mesh
c. all-channel
d. chain

23. Which of the following statements is **TRUE** regarding oral communication?

a. It is often tangible and verifiable.
b. It can be stored for an indefinite period.
c. The sender can quickly obtain feedback from the receiver.
d. As compared to written communication, it is more likely to be well thought out, logical, and clear.

24. Which of the following forms of communication most likely deals with body movements, the intonations or emphasis we give to words, facial expressions, and the physical distance between the sender and receiver?

a. Downward communication.
b. Upward communication.
c. Nonverbal communication.
d. Lateral communication.

Continued...

25. Which theory of leadership differentiates leaders from nonleaders by focusing on personal qualities and characteristics?

a. Contingency theory.
b. LMX theory.
c. Fiedler's model.
d. Trait theory.

26. Early research efforts at isolating leadership traits resulted in a number of dead ends. A breakthrough, of sorts, came when researchers began _____.

a. organising traits around the Big Five personality framework
b. using MBTI's 16 personality factors
c. using the Lewin model
d. using the Keirsey Temperament Sorter

27. In the context of behavioural dimensions of leadership identified in the Ohio State Studies, _____ is the extent to which a person's job relationships are characterised by mutual trust, respect for employees' ideas, and regard for their feelings.

a. consideration
b. initiating structure
c. production orientation
d. task orientation

28. If a leader's main concern is accomplishing his/her group's tasks, the University of Michigan studies label this leader _____.

a. employee-oriented
b. high in consideration
c. low in initiating structure
d. production-oriented

29. If followers are _____ and _____, the leader does **NOT** need to act.

a. enable; unwilling
b. able; unwilling
c. able; willing
d. unable; unwilling

30. Which of the following situational dimensions identified by Fiedler relates to the degree to which job assignments are procedurised, that is, structured or unstructured?

a. Job orientation.
b. Leader-member relations.
c. Task structure.
d. Productivity oriented.

31. Which of the following is **NOT** a key characteristic of a charismatic leader?

a. Vision and articulation.
b. Unconventional behaviour.
c. Sensitivity to follower needs.
d. Focus on maintaining status quo.

Continued...

32. Leaders who clarify role and task requirements to accomplish established goals exhibit a(n) _____ style of leadership.

a. authentic
b. transactional
c. transformational
d. charismatic

33. When a bank robber points a gun at a bank employee, his base of power is _____.

a. coercive
b. positional
c. referent
d. expert

34. Legitimate power is based on _____ in the organisation.

a. respect and admiration
b. interpersonal trust
c. structural position
d. the ability to provide rewards

35. Yogendran approaches his supervisor with data and a logical presentation supporting his request for additional personnel. Which of the following power tactics is used by Yogendran?

a. Legitimacy.
b. Inspirational appeal.
c. Rational persuasion.
d. Consultation.

36. Stage II of the conflict process deals with the conflict being _____.

a. perceived and felt
b. expressed and perceived
c. apparent and experienced
d. cooperative and assertive

37. The conflict-handling intention of collaborating is _____.

a. unassertive and cooperative
b. assertive and cooperative
c. assertive and uncooperative
d. affective and reflective

38. Syzawani feels that her cubicle neighbour talks loudly on the phone, but in other ways she is a great neighbour. Syzawani gets annoyed every time her neighbour's phone rings, but she has decided it's simply not worth the trouble to talk to her neighbour. Syzawani's conflict-handling intention is called _____.

a. accommodating
b. avoiding
c. collaborating
d. compromising

Continued...

39. The terms negotiation and _____ are used interchangeably.

a. collaboration
b. bargaining
c. accommodating
d. mediation

40. After restructuring, your division has had trouble filling the open positions with appropriate candidates. The selection processes used by human resources have not yet adjusted to the new criteria required for the restructured job positions. This problem is an example of which kind of resistance to change?

a. Structural inertia.
b. Limited focus of change.
c. Group inertia.
d. Threat to expertise.

SECTION B: STRUCTURED QUESTIONS [60 Marks]

QUESTION 1

(a) Prepare and explain the **THREE (3)** main components of attitudes. Provide an example for each component. (9 Marks)

(b) State any **THREE (3)** benefits of job satisfaction. (3Marks)

(Total: 12 Marks)

QUESTION 2

State and explain any **FIVE (5)** optimal ways to construct teams in organisations.

(Total: 10 Marks)

QUESTION 3

(a)

LMX theory proposes that early in the history of interaction between a leader and a given follower, the leader implicitly categorises the follower as an "in" or "out".

Statement 1

Referring to the statement 1 above, identify any **THREE (3)** treatments received by in-group followers. (3 Marks)

Continued...

(b) Interpret Servant Leadership. (2 Marks)

(c) Justify **TWO (2)** effects of servant leadership in an organisation. (4 Marks)

(Total: 9 Marks)

QUESTION 4

(a) Discuss any **THREE (3)** examples of conflict in organisations. (6 Marks)

(b) Choose and describe any **THREE (3)** individual differences in negotiation.

(6 Marks)

(Total: 12 Marks)

QUESTION 5

(a)

When managers face resistance to change, there are some useful tactics they can utilise to help people overcome it.

Statement 2

Referring to the statement 2 above, apply any **FOUR (4)** tactics that managers can use when dealing with resistance to change. (8 Marks)

(b) Predict any **THREE (3)** factors of work-related stress. (3 Marks)

(c) Explain **THREE (3)** consequences of work stress. (6 Marks)

(Total: 17 Marks)

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